

Transformation Management
Fortune 100 aerospace company -
ERP PeopleSoft Implementation

Key Benefit - Company
reduced number of HR
systems from 50 to three
during HR Transformation

Challenges

The company lost two years during the five year implementation because of issues around 1)governance 2)requirements gathering 3)configuration and 4)change management.

Background

A large aerospace company with \$53 billion in revenue and 159,000 employees located in 48 states and 67 countries. It acquired several companies during the 1990's and wanted to reduce the number of HR systems.

Resolution and Benefits

*The company resolved its **change management** issues by focusing on three key areas:*
Active senior executive leadership – Communicated reason for the project, why it was necessary and message to accept project and move-on.
Communication – Celebrated project successes.
Training – Company hired vendor to produce “day in life” training with limited success. User acceptance evolved over time